A Research Proposal

on

IMPACT OF E-HRM: A STUDY IN SELECT INDIAN ORGANIZATIONS

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LOVELY PROFESSIONAL UNIVERSITY

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INTRODUCTION

The gradual penetration of information and communication technology (ICT) in all facets of business is leading to multidimensional and often unpredictable changes and advancements. ICT has led to rapid development of e-business and still emerging as a big force, therefore HR and HR professionals are faced with the challenge of performing in ways that are in line with the business. In this view HR functions become critical partners in driving success, but to do so requires that HR changes its focus, its role, and its delivery systems, thus in e-business, the application of internet technology for HR is inevitable (Wright and Dyer, 2000).

Electronic Human Resource Management (E-HRM) is the actually a strategic initiative to make the organization propel itself in the information age, by freeing itself from daily operational, monotonous requirements and making it more in tune with the decision making and better understanding of the employees. Technological changes and advancement is an effective force towards paradigm shift of traditional HRM function to digital form. Evolving technology has resulted in new dimensions towards HR by way of creation of virtual workforce, reducing layers of management, e-Job design and analysis, e-human resource planning, e-recruitment, e-selection, virtual training, online performance management, e-compensation, e-time and labor management, e-HR audit and e-self service system hence, redefining the role of HR as strategic partner in the era of technology. Organizations integrating their HR systems with wider management information systems have the potential to contribute meaningfully to the strategic integration of HRM with organization's wider strategy. They access these functions typically via intranet or other web-technology channels.

The empowerment of managers and employees to perform certain chosen HR functions relieves the HR department of these tasks, allowing HR staff to focus less on the operational and more on the strategic elements of HR and allowing organizations to lower

HR department staffing levels as the administrative burden is lightened. It is anticipated that, as E-HRM develops and becomes more entrenched in business. Technology has increased the speed at which HRM transaction and information is gathered, improved communication, and reduced cost, flexible service, employee participation, a step towards paperless office and making it easier to administer HRM function. E-HRM affects the efficiency and the effectiveness of the HR system by reducing cycle times, increasing data accuracy, improving the capabilities of operatives, supervisors, managers and HR professionals in taking better, timelier decisions (Maatman, 2006). The knowledge-intensifying process of the economy and the correlated rise of organizational networks, with their greater dependency on qualified and committed employees, explain the need for a form of Human Resource Management that meets the demands and needs of the management and the employees of the network organization. Considering this, the requirements for such a form of HRM that become apparent are, on- line applications for HR information, and the tools that are available at any time in any place, and that enable continuous interaction between the employees and the organization.

Despite evident progress of e-HRM in recent past but due lack of relevant empirical research there is complete lack of awareness about the present status of e-HRM in Indian organizations. The organizations utilizing the relevant mechanism, process and instruments of e-HRM, HRM function can act as a strategic partner and facilitate the organization in achieving vision, mission and corporate objective. Research finding shows that most organizations in technical sense try to exploit full potential of e-HRM but in practice its application is limited to operational and relational e- HRM i.e. it is limited to narrow range of functions especially those in administrative management of pay roll or employee record management (operational) and e-human resource planning, e-recruitment, e-selection, virtual training, online performance management, e-compensation (relational), but there is complete dearth of application of e-HRM in transformational form. But present requirement of HRM function is to be helpful in achieving business strategy, contribute financially, and help the organization in improving internal stakeholder's satisfaction.

REVIEW OF LITERATURE

The focus of this literature review is to summarize and synthesize the arguments and ideas of other researcher about e-HRM. In its inception definitions, different types/levels, goals, objectives, functions of e-HRM have been illustrated. In later stage of literature review it deals with how e-HRM is different and more efficient and effective from traditional HRM, strategic orientation of e-HRM, different e-HRM Instruments/ Tools, inhibiting (barriers) and facilitating factors of e-HRM. At last it deals with "Technology Acceptance Model" (TAM) propagated by Davis to justify adoption of e-HRM.

Bondarouk & Ruel, (2009) defined e-HRM as "An umbrella term covering all possible integration mechanisms and contents between HRM and information technologies, aiming at creating value within and across organizations for targeted employees and management".

As per Strohmeier (2007) e-HRM is the planning, implementation and application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities.

According to Voermans and Van Veldhoven (2007) e-HRM could be narrowly defined as the administrative support of the HR function in organizations by using Internet technology.

According to Looise, Ruël and Bondarouk (2004) e-HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. The word

‘implementing’ has a broad meaning, such as making something work, putting something into practice, or having something realized. E-HRM therefore is a concept- a way of ‘doing’ HRM

Bieasaliski (2003) presents the concept of e-HRM as an integral knowledge management part, describes several use cases for technological e-HRM support, and sketches the integration of these use cases into a holistic e-HRM approach; the HR-department can concentrate more on the qualitative tasks in personnel planning like coaching and consulting. By sharing information and being knowledgeable business partners are able to act more productively to maintain the relationship over time. That is, relationship intensity can create a competitive advantage through the strategic sharing of an organization’s key information.

Hendrickson (2003) opinion about e-HRM, “As within other business functions, IT has become an important tool for supporting the processes of the HR function and the HR function is now closing the gap in terms of applying new IT capabilities to traditional functions”.

According to Lengnick-Hall and Moritz (2003) “Where HRIS were directed to support the HR professionals in performing their HR tasks, electronic HRM (e-HRM) applications are, besides directed to support HR professionals in performing their HR tasks, also directed to support managers and employees performing their HR tasks. E-HRM refers to conducting business transactions - in this case HR - using the internet”.

Kovach, Hughes, Fagan, and Magitte (2002) define e-HRM as web-technology-based channels provide the managers and the employees of the organization with information as well with the ability to complete HR-related transactions.

A Watson Wyatt (2002) survey of 649 US companies adopted the definition of business to electronics (B2E) as the application of any technology, enabling managers and employees to have direct access to HR and other workplace services for communication, performance, reporting, team management, knowledge management, and learning in addition to administrative applications.

Wright and Dyer (2000) Propagates main reason of evolution of e-HRM is e-business. According to them e-business is emerging, and therefore HR and HR professionals are faced with the challenge of performing in ways that are in line with the business. In their view 'HR functions become critical partners in driving success, but to do so requires that HR changes its focus, its role, and its delivery systems, thus in e-business, the application of intranet technology for HR is inevitable.

Lepak and Snell (1998) used the term ‘virtual HR’ to describe a ‘network-based structure built on partnerships and mediated by information technologies to help the organization acquire, develop, and deploy intellectual capital.

Lengnick-Hall and Moritz (2003) identified three forms/levels of e-HR, depending on the primary focus of e-HR,

- Publishing of information (web-presence HR)
- Automation of transactions (web-enabled HR)
- Transformation of the HR function (Web-energized HR)

Wright and Dyer (2000) distinguished e-HRM as

- Transactional e- HRM
- Traditional e- HRM

- Transformational e- HRM

Lepak and Snell (1998) distinguish e-HRM as

- Operational e-HRM
- Relational e-HRM
- Transformational e-HRM

For the operational type of e-HRM, HRM activities that were offered face-to-face now will be offered through web-based technology. For relational e-HRM, most of HRM functions will have a support of internet technology rather using pen and paper. Transformational e-HRM creates a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company's strategic choices. From literature survey this can be summarized in following terms.

Operational (Web-presence HR)

- Publishing of information (face-to-face now offered through web-based technology)
- HR activities in administrative area
- Salary administration (payroll)
- Personnel data administration

Relational (Web-enabled HR)

- Automation of transactions (internet in place of pen and paper)
- Delivery of HR function in digital form

- E-human resource planning
- E-recruitment and selection
- Online training and development
- E-Performance appraisal
- E - Compensation.

Transformational (Web-energized HR)

- Strategic orientation (Through integrated set of web based tools)
- Change ready workforce
- Strategic competence management
- Strategic knowledge management.

Ruel, Bondarouk, Looise (2004) through literature review draws conclusions regarding e-HRM goals

- Improving the strategic orientation of HRM.
- Cost reduction/efficiency gains.
- Client service improvement/facilitating management and employees.

Beer, Specter, Lawrence, Mills, Walton (1984) illustrates four possible outcomes of HRM that also e-HRM aspires to achieve.

- High commitment
- High competence
- Cost effectiveness

- Higher congruence

Srivastava (2010) in his research article “Shaping organizations with e-HRM” explains e-HRM as an implementation support system can help the organization to quickly mature their HR function, institutionalize best practices for long term growth. E-HRM is an advance business solution which provides a complete on-line support in the management of all process activities, data and information required to manage human resources in a modern company. It is efficient, reliable, easy-to use tool, accessible to a broad group of different users.

According to Marler and Fisher (2006) automating HR tasks and practices is transforming the traditional paper-and-pencil, labor-intensive HR tasks, into efficient, fast-response activities that enable companies to anticipate and profit from environmental shifts to create a much needed competitive advantage.

Roehling, Boswell, Caligiuri, Feldman, Graham, Guthrie, Morishima and Tansky (2005), in their study “The future of HR management: research needs and directions”, illustrates, on their own desktops, line managers nowadays perform appraisals, evaluate employee costs, generate HR reports (turnover, absenteeism), process training requests and oversee competence management. Employees have access to everything they need to change and manage their personal files, plan their development, process financial documents and apply for new jobs.

Looise, Ruël and Bondarouk (2004) did explorative empirical study in five large companies on web-based e-HRM. . After analysis they concluded the main goal of the companies are to improve HR’s administrative efficiency i.e. cost reduction, standardization of HR policies for international companies. The research aims at demystifying e-HRM by answering the following questions: what actually is e-HRM,

what are the goals of starting with e- HRM, what types can be distinguished and what are the outcomes of e-HRM.

According to Buckle (2004), Return on investment (ROI) is probably the most often used metric for measuring efficiency. When viewed from an economic perspective, for instance automated employee selection technologies can provide a substantial ROI for organizations and reducing operating and hiring costs

As per Legnick-Hall & Montiz (2003) the HR function, e-HRM has the potential to affect both efficiency and effectiveness. Efficiency can be affected by reducing cycle time for processing paper work, increasing data accuracy, and reducing HR staff. Effectiveness can be affected by improving the capabilities of both managers and employees to make better, timelier decisions. E-HRM also provides the HR function opportunity to create new avenues for contributing to organizational effectiveness through such means as knowledge management and the creation of intellectual and social capital.

Gardner, Lepak and Bartol (2003) in their research work, 'Virtual HR: the impact of information technology on human resource professional', investigated the extensive use of IT influence on jobs in one professional occupational segment, human resources (HR). Additionally, they sought to examine how HR professionals handled HR information as well as the expectations placed on them resulting from an increased reliance on IT. The study used primary data about HR professionals working for a sample of HR executives The results indicated that extensive use of IT enabled HR professional to have more information autonomy. Furthermore, extensive use of IT is positively associated with HR professional spending more time on IT support activities. In addition, functional specialists reported increased time demands for both transformational activities and IT support activities. Moreover, the result supported the theorized impact suggesting that with more IT, HR tasks are further automated

Paul and Ananthrathnam (2003) in their research study of forty-five software companies from India has shown that each and every single HRM practice from the sample had an indirect influence on the operational and financial organizational performance.

According to Shrivastava and Shaw (2003) installation of HR technology as a form of innovation, in their study on the topic “Liberating HR through technology” introduced a model describing technology implementation process. The aim was to use the model to highlight various issues that merited the attention of academics and practitioners. The researchers used an exploratory method of research. They designed a Descriptive Model for HR technology installations. The model was partitioned into three phases. They are adoption, implementation, and institutionalization. Using previous research findings, they compared the various HR technology implementation processes with the descriptive model. They reviewed that organizations that adopted a process-driven approach tend to customize IT solutions in support of their existing HR processes. In contrast, organizations that favoured a technology-driven approach tend to apply directly off-the 43 shelf packages.

As per Watson Wyatt Research Report (2002) the net effect refers, e - HR to the broad access to human resources data, tools and transactions available directly on the web in most workplaces today. It describes the "net effect" of the explosion in web technologies and the dramatic impact this growth has had on the way employees now receive employment-related information through integrated self-service applications. It also includes the variety of new technologies available that help connect multiple systems, tools and databases, both inside and outside organizations.

According to Snell, Stueber, and Lepak (2001) virtual HR department, a network-based organization built on partnerships and mediated by information technologies in order to

be simultaneously strategic, flexible, cost-efficient, and service-oriented. With experiences and initiatives at Merck Pharmaceuticals in order to show how information technology is establishing an infrastructure for virtual HR.

According to Trapp (2001) technologically optimistic voices assume that, from a technical perspective, the IT possibilities for HRM are endless: in principal, all HR processes can be supported by IT. Words are becoming even more provocative when some say that the question of whether HR should become digital is already outdated: HR must become digital. Trapp warns against the idea that e-commerce is over because the dot.com bubble has burst. He is convinced that the Internet will never go away: its use will keep on increasing as companies look for ways to reduce costs. According to Trapp, HR departments are not immune from such trends.

According to Husleid (1995) HRM effectiveness is mainly concerned with demonstration of the value of what HR professional do for the rest of the organizations and how HRM practices are linked to desired organizational outcomes.

Guest & Peccei (1994) confirm that the multiple constituency approach, were the HR system should meet stakeholders needs and demands, is an indicator of the effectiveness of the HR system.

Broderick and Boudreau (1992) in their study suggested that IT related to two distinct aspects of HR professional roles: enabling aspects as well as time shifting aspects. The study however noted the likelihood that additional factors may influence the relationship between IT use and the job of HR professionals.

The multiple constituency approach of Tsui & Milkovich (1987) states that, as an HR system wants to be effective, it should meet its stakeholder's expectations and demands.

Panayotopoulou, Vakola and Galanaki (2007) in their paper "E-HR adoption and the role of HRM: evidence from Greece" analyses and discusses the development of e-HR use in Greece and the reason for adoption of e-HR practices focusing on strategy process and HRM issues. Finding shows that e-HR facilitates the transformation of HRM role into a strategic one.

Hussain, Wallace and Cornelius (2007) observed in their research "The use and impact of human resource information systems on human resource management professionals" that, few differences existed between Small/Medium (SME) and large company HRIS usage, and that specific use of HRIS for strategic collaboration enhanced professional standing However, a note of caution was that it was not as pronounced as that experienced by those other professions. For instance, using the semi-structured interviews the organizational executives identified that HRIS use has not enhanced their professional standing within the organization, but they noted a substantial HRIS usage benefit to the company.

Bell. Lee, Young, (2006) in the research paper "The Impact of e-HR on Professional Competence in HRM: Implications for the Development of HR Professionals", the researcher examines information technology has been cited as a critical driver of HR's transition from a focus on administrative tasks to a focus on serving as a strategic business partner. This strategic role not only adds a valuable dimension to the HR function but also changes the competencies that define the success of HR professionals.

Wang (2005) in his research paper titled "Organizational effectiveness through technology innovation and HRM strategies" describes the need for technology innovation and HRM integration. A three-strategy model for global technology innovation & organizational development was adopted: personnel strategy, system strategy, and organizational strategy. The personnel strategy could play a crucial role in enhancing the effects of human resources management (HRM) and entrepreneurship by supporting the main dimensions of HRM. The system strategy was used to facilitate technology innovation through knowledge management while the organizational strategy was adopted to create positive organizational culture and high performance systems.

Beckers and Bsat (2002) pointed out at least five reasons why companies should use HRIS.

- Increase competitiveness by improving HR practices
- Produce a greater number and variety of HR operations
- Shift the focus of HR from the processing of transactions to strategic HRM
- Make employees part of HRIS
- Reengineer the entire HR function.

In the research paper Ulrich (1997) mentions, "As technology frees up HR from some of its routine tasks, there is a greater opportunity for HR professionals to become a strategic partner." This means moving beyond administrative expertise and becoming an expert in areas such as strategic business partnership, change management, and employee advocacy.

As per Boxall (1996) HRM practice are considered effective if they increase quality employee by promoting their skills, attitude competencies that are strategically planned

to achieve and elicit from their valuable behaviour which lead to unique combination of human capital that is difficult competitors to replicate.

Lado and Wilson (1994) in their study 'Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective", explored within a system's perspective, the organizational competencies that might be sources of sustained competitive advantage. In addition, they discussed how HR systems facilitated the development and utilization of organizational competencies and how HR systems could destroy those competencies or inhibit their exploitation. The aim was also to examine the extent to which HR managers and professionals could enable or constrain the strategic decision-making process by providing or withholding critical information concerning people-related business issues.

Literature review of e-HRM illustrates the importance of e-HRM in by these words, "e-HRM costs money, but ignoring e-HRM costs a fortune. Modern technology can be helpful in creating a strategic HRM policy, reducing costs, higher productivity, increasing quality of labor force and more responsibility of managers and employees in the execution of tasks. Any organization can not miss this surplus value"

By examining the current literature e-HRM applications are wide in range and then there is unanimity among different researchers about the different e-HRM Tools/ Instruments. These E-HRM Tools/ Instruments are for HR staff and other stake holders of the organization. E-HRM tools provide a variety of automated HR activities that enhance the HR function with flexibility and ease of use. These tools are HR functional applications (HRFA), Integrated HR software suite applications (ISA), Interactive voice response (IVR) systems, HR intranet applications (HRIA), Employee self-service (ESS) HR applications, Manager self-service (MSS) HR applications, HR extranet applications (HREA), HR portal applications (HRPA).

Sanayei and Mirzaei (2008) in empirical study aim at providing an explanation of e-HRM and introducing its activities and tools, after the investigation, the effect of various independent variables such as job satisfaction, professional commitment, and organizational commitment on the effectiveness of HRM as a dependent variable. E-HRM tools such as intranet, extranet, HR portals; integrated HR suite software is rarely used, however according to expert's judgment if they are used, they would have a positive effect on HRM output in Iranian organization**.**

As per Rao (2008) electronic aspect is embodied in all areas of HRM where there is transmission of information from one employee to another and from one client to another, both internally and in processed form is highly essential in most of the functions and activities of HRM.

Ruel, Bondarouk and Velde (2007) in their empirical study titled "The contribution of e-HRM to HRM effectiveness: Results from a quantitative study in a Dutch Ministry" has conducted a research in the Ministry of Internal Affairs in The Netherlands, where e-HRM in the form of employee self-service applications was introduced. The study shows that individual assessment of e-HRM applications influences HRM technical and strategic effectiveness. This is especially so in the perceived quality of the content and the structure of e-HRM applications which have a significant and positive effect on technical and strategic HRM effectiveness.

Florkowski, Olivas-Luján (2006) in their research paper titled "The Diffusion of Human-Resource Information-Technology Innovations in US and Non-US Firms" examines the diffusion patterns of eight information technologies that are transforming HR service-delivery in North America and Europe: HR functional applications, integrated HR suites, IVR systems, HR intranets, employee and manager self-service applications, HR

extranets, and HR portals. The paper finds that overall diffusion was best characterized as an outgrowth of internal influences, fueled primarily by contacts among members in the social system of potential adopters. Similar results were obtained when controls were introduced for national setting, target end users and technology type.

Altrawneh and Al-Shqairat (2010) conducted an empirical study in Jordanian universities, the main purposes of this study are to explore the extent to which public Jordanian universities have adopted Human Resource Information System (HRIS) and to examine the current HRIS uses, benefits and barriers in these universities The main findings of this study revealed that the quick response and access to information were the main benefits of HRIS implementation. While, the insufficient financial support; difficulty in changing the organization's culture and lack of commitment from top managers were the main HRIS implementation barriers. The present study provides some insights into the performance and applications of HRIS in Jordanian universities that could help Human Resource Management (HRM) practitioners to get a better understanding of the current HRIS uses, benefits and problems, which in turn, will improve the effectiveness of HRIS in Jordanian universities.

Strohmeier and Kabst (2009) in their study "Organizational adoption of e-HRM in Europe" examined which factors influence the cross-national organizational adoption of electronic human resource management (e-HRM) in Europe. The findings first reveal that e-HRM is a common practice throughout Europe, since 2/3rd of all organizations have already adopted e-HRM. Major general determinants of e-HRM adoption are size, work organization, and configuration of HRM. In addition, there are major cross-national differences in e-HRM adoption, unexpectedly revealing Eastern post-communist countries to lead e-HRM adoption.

Olivas-Lujan, Ramirez, and Zapata-Cantu (2009) conducted a case-based study with the purpose of investigating how four of the most the Competitive Mexican firms are

implementing their e-HRM strategy. How does the Mexican culture impact the implementation of the e-HRM strategy? To what extent is there convergence in the application of e-HRM in Mexico among globally competitive firms? Outcome shows that to fully understand the way e-HRM is used in firms from emerging economies, it is important to take into considerations local considerations

According to Khoshalhan (2008) in his study "Barriers to e-HRM adoption" in Iranian organisation the study has come to conclusion that there are few factors inhibiting adoption of e-HRM. These factors are (Rank wise, most important inhibitor to least important inhibitor) lack of top management support (or the employees' perception of IT), adopters (decision-makers') resistance towards change, immaturity of (internal) information systems, deficiency of organizational resources, unfamiliarity with ICT in general, lack of collaboration between the human resource management and ICT departments, sensitivity to privacy, increase in the workload of incumbents, social relationships value degree.

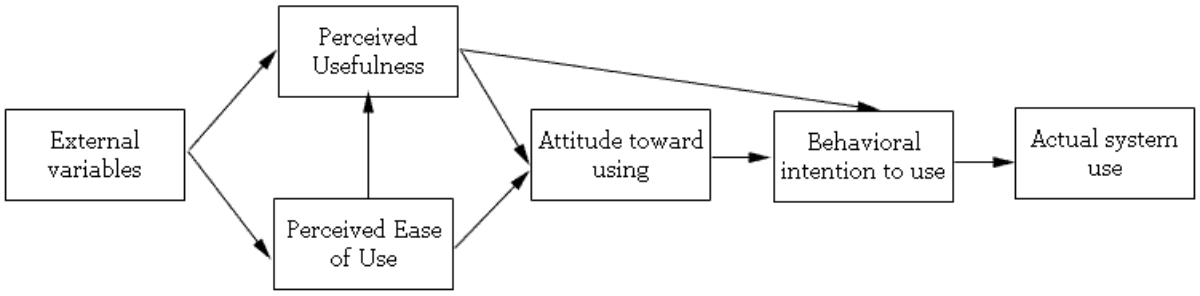
Ngai, Law, Chan, Wat. (2008) in their study of "Importance of the Internet to Human Resource Practitioners in Hong Kong" is to empirically examine the perceptions of the importance of the internet to human resource management (HRM) and to understand the existing human resource (HR) practices and needs of the internet to support HRM functions. The findings indicated that the most frequently cited internet-supported HRM function in the existing literature is recruitment and selection. The results showed that there are no significant organization size differences or significant differences in internet connectivity as far as the perceived importance of the internet to HR practitioners is concerned. Specifically, helping managers to stay informed is the most important reason for adopting the internet for HR practitioners.

Ball (2001) in an study of 115 organization actively using HRIS has revealed that that organization size is clear determinant of , first, whether has an HRIS at all, and second it

adopts certain modules (e.g. Personnel administration) over others (e.g. Training and competence management)

According to Thaler- Carter (1998) the type of HRIS is also shown to be determined by the organization size: the smaller companies (less than 500) would go low cost and low risk HRIS more flexible soft ware or in house developed

Schematic diagram of Technology Acceptance Model (TAM) developed by Davis (1989)



Technology Acceptance Model (TAM) developed by Davis (1989) is an information systems theory that models how users come to accept and use a technology. The model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it. Perceived usefulness - This was defined by Fred Davis as "the degree to which a person believes that using a particular system would enhance his or her job performance". Perceived ease-of-use - Davis defined this as "the degree to which a person believes that using a particular system would be free from effort".

Based on this theory few empirical study has been done to justify adoption of e-HRM.

Yusuf, Ramayah, Ibrahim (2011) in research study titled "HR roles and e-HRM: some initial evidence from Malaysia" mentions e-HRM provides the human resource function with the opportunity to create new avenues for contributing to organizational success. The study is a preliminary investigation on perceived usefulness, perceived ease of use, and attitude towards using e-HRM among 51 HR professionals in Malaysia.

Voermans and Veldhovern (2007) conducted an empirical study at Philips measuring attitude towards e-HRM using online questionnaire in which 99 managers and 257 employees with Philips electronics (Netherlands) participated. Attitudes towards adoption, using TAM as basis, Maps against Ulrich (1997) HR roles, found variables that might link to support for e-HRM. Those with a strategic preference more likely to have a positive attitude to e-HRM, employee champion role preferred more negative. Do not find positive correlation between administration role and e-HRM. Multiple factors influence, including overall image of IT. According to study incorporation of TAM into e-HRM studies has resulted in notion that use of e-HRM studies has resulted in notions that the use of e-HRM by the targeted employee is highly determined by level of usefulness to HR information technology than easiness to use

Ruta (2005) in his study gives a recent example of the study into the implementation of HR employee portal in Italian subsidiary of Hewlett-Packard (HP). The research has demonstrated that usage of HRIS increased when IT user acceptance principle were integrated with change management principles when IT user acceptance model focused

on “what” predicted intentions to use the HR portal, while change management theory focused on “how” intentions to use the HR portal could be influenced.

Venkatesh, Morris, Davis, and Davis, (2003) in their study “User acceptance of information technology: toward a unified view” mentions that use fullness is more strongly linked to behavior intentions of user and actual system use than ease of use. Across the many empirical test of TAM, perceived usefulness has consistently been a strong determinant of the usages intentions of employee.

Research Gap

Literature review shows most of research on e-HRM has been done in developed economies like United States and European Union. Netherland is pioneer and far ahead in e-HRM research.

Very little empirical study has been from emerging countries like India. India is politically, economically socially and technically very different from the developed economies. As there are much dissimilarity in market environment and the management mechanism between developed economies and India, there are always possibilities of different research results.

There is no empirical evidence of type of prevalent e-HRM and different e-HRM instruments and tools being used in Indian context.

There is no empirical evidence in present literature which shows that with implementation of e-HRM, HR function gets the strategic capability but present study will examine the same.

Available research literature does not cover the impact of e-HRM in terms of financial contribution, internal stake holder satisfaction. The proposed study will measure the impact of E-HRM taking financial contribution and internal stake holder’s satisfaction as variable.

Research Problem

Against the background of the above discussion, the research problem is stated as follows:

"To what extent e-HRM has impact on performance of Indian organizations?"

RESEARCH OBJECTIVE

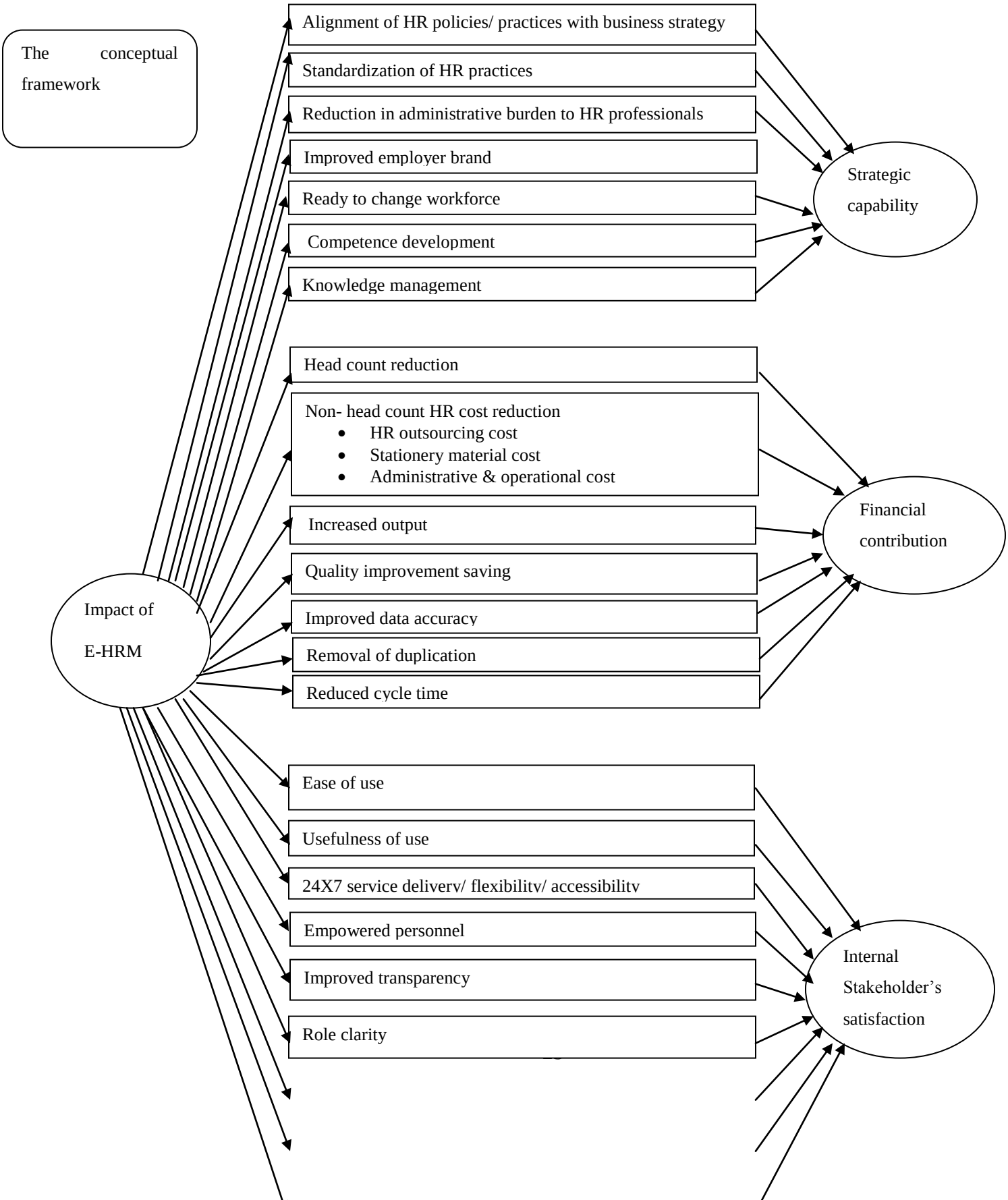
1) To examine present level/ form of e-HRM in Indian organizations.

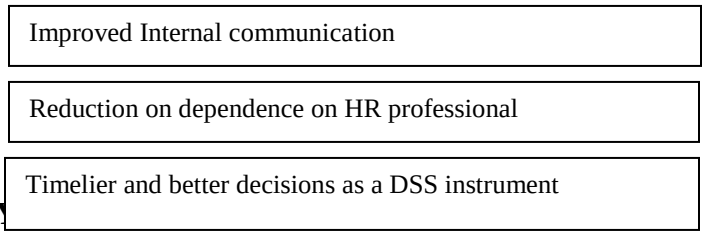
2) To identify the extent to which different e-HRM Instruments/ Tools being used in Indian organizations.

3) To examine the extent to which e-HRM facilitates HR function in achieving strategic capability in Indian organizations.

4) To assess the impact of e-HRM in Indian organizations in terms of financial contribution

5) To assess the impact of e-HRM in Indian organizations in terms of improvement in internal stakeholder's satisfaction.


The conceptual framework
Alignment of HR policies/ practices with business strategy
Standardization of HR practices
Reduction in administrative burden to HR professionals
Improved employer brand
Ready to change workforce
Competence development
Knowledge management
Strategic capability
Head count reduction
Non- head count HR cost reduction
HR outsourcing cost
Stationery material cost
Administrative & operational cost
Increased output
Quality improvement saving
Improved data accuracy
Removal of duplication
Reduced cycle time
Financial contribution
Impact of E-HRM
Ease of use
Usefulness of use
24X7 service delivery/ flexibility/ accessibility
Empowered personnel
Improved transparency
Role clarity
Internal Stakeholder's satisfaction


Improved Internal communication
Reduction on dependence on HR professional
Timelier and better decisions as a DSS instrument

RESEARCH HY

Hypothesis 1: It is hypothesized that present level of e-HRM in Indian organizations is at highest level i.e. at transformational level.

Hypothesis 2: It is hypothesized that different of e-HRM Instruments/ Tools are fully utilized in Indian organizations.

Hypothesis 3: It is hypothesized that e-HRM facilitates HR function in achieving strategic capability in Indian organizations

Hypothesis 4: It is hypothesized that e-HRM has positive impact on financial contribution to Indian organizations

Hypothesis 5: It is hypothesized that e-HRM has positive impact on internal stakeholder's satisfaction to Indian organizations.

SCOPE OF THE STUDY

Since the beginning of the 1990s, organizations have increasingly introduced web-based applications for HRM purposes, frequently labeled as electronic Human Resource Management (e-HRM), and since the end of the 1990s, academic research into the use of e-HRM in implementing Human Resource Management strategies has taken off worldwide. E-HRM is a comparatively new area of research, it is challenging, innovative, and has very wide scope of research especially as there complete dearth of empirical research in Indian context. This study has very wide application for business organizations. The study will analyses changes in the job profile of HR professionals the impacts of e-HRM on organizational life of employee. Scope of this study lies on

assessing the impact of effectiveness of E-HRM on employee competence, cost, and administrative burden of India organizations, and how it would be helpful in achieving business strategy, financial growth, internal stake holder's satisfaction. The proposed study will end with conclusion, recommendation and scope for further research which will be very helpful aspect.

Scope of present research can be summarized as follows

- Present study will examine present level/ form, challenges, opportunities, different stages and strategies of implementation of e-HRM in Indian organizations.
- The study will facilitate HR function in achieving strategic capability.
- The study will provide recommendation and suggestions how e-HRM can contribute financially to Indian organizations.
- The study will provide suggestions to the Indian organizations how to fulfill the need of all the internal stakeholders using e-HRM.
- The proposed study will end with conclusion, recommendation and scope for further research which will be very useful to business, academician and researcher.
- This study by analyzing the impact of e-HRM will be a torchbearer in showing the path for effective and efficient implementation of e-HRM.

PROPOSED RESEARCH METHODOLOGY

Introduction: The study will be both exploratory and descriptive in nature, as purpose of the study is to gain familiarity with the various aspects of e-HRM, to achieve new

insight into it and portray accurately the current situation of Indian organizations in implementation of e-HRM.

Sample Design involves following steps:-

- Sample unit (unit of analysis)
- Research sample
- Sample size
- Sampling technique

Sample Unit-In this study organization public and private both from manufacturing /mining sector and services sector have been selected as sample. Organizations selected have sound HR practices. The probable organizations where the study will be conducted and data and information will be collected are mentioned in the table, and other organization which are using web based technology for their HR activities/ functions can be included. Total eight organizations have been selected two from each segment.

SECTOR / OWNERSHIP	MANUFACTURING/ MINING	SERVICES
PUBLIC	NTPC CIL	LIC SBI
PRIVATE	MOSEAR BAER INDIA LTD TATA MOTORS	HCL ICICI BANK LTD

Research Sample-

For research objective number no second and fifth research sample (target respondents) will be all internal stakeholders like operatives, supervisors, managers,

For research objective number first, research sample (target respondents) will be supervisors and managers.

For research objective number third and fourth research sample (target respondents) will be managers.

Research size –

The breakup of respondents for each position is as follows..

Position of employee	Minimum	Maximum
Operative (Junior)	15	20
Supervisor (Middle)	15	20

Manager (Executive)	20	25

Total no of respondents in each organization will be minimum 50 and maximum 60. There will be at least 5 respondents from HR function. In any case total no of respondent will not exceed 60 per organization.

For research objective number no second and fifth respondents) are operatives, supervisors, managers, hence sample size (minimum)-400 (50*8).

For research objective number first respondents are supervisors and managers, hence sample size (minimum)-280 (35*8)

For research objective number third and fourth respondents are managers, hence sample size (minimum)-160 (20*8).

Questionnaire will be administered at all levels corporate, regional and local level. If researcher will confine its study to corporate and regional level then there is always a chance of skewed result and will not reflect the true picture of e-HRM in Indian organizations. The researcher never intends to measure impact of e-HRM only at corporate and regional level but throughout the organization. Moreover if the researcher confines his study to corporate and regional level then it will be very difficult to achieve the target of minimum number of respondents from each organization.

Sampling Techniques - Between the probability and non-probability, the present study will adopt non probability 'purposive' sampling as sampling technique. As there are numbers of organizations in India having sound HR practices, Selection of the organization has been done keeping following criteria in mind.

1) Type of HRM practice - Organizations using e-HRM for implementation for HRM activities/functions.

2) Proximity- There is always constrain of cost and time in research, so the organizations closer to Nation Capital Region, Delhi(NCR) has been preferred.

Data Collection Process: The main research instrument for the study will be structured closed ended comprehensive questionnaire for all the internal stakeholders like trade union officials, operatives, supervisors, managers, and HR professionals of select Indian organizations. A pilot survey will be conducted to evaluate how well the questionnaire has been understood, and to test alternative wordings of questions, alternative response options and determining some other response could be provided. Internal consistency or reliability of questionnaire will be determined by using Cronbach's Alpha. The validation of questionnaire will be done by expert opinion i.e. feedback from the academicians, practitioners and by issues identified by relevant literature. The survey will be conducted by closed ended structured questionnaire explaining the purpose of research to the respondents. The questionnaire mentioned above will contain several questions keeping in view research objectives and hypothesis of present study. Some questionnaire will be mailed by post; some will be mailed through internet. Some time researcher has to personally meet the respondent for questionnaire to be filled up.

Statistical Tools: For data analysis and descriptive statistics different tools will be utilized like frequency distribution, charts, diagrams, average, percentage, mean, median, mode, mean deviation, and standard deviation. One sample t-test will be used to analyze the first and second hypothesis. Multiple correlations and regression will be used to test third, fourth and fifth hypothesis. Beside above mentioned statistical tool researcher can use any other suitable tool for research result. SPSS as software will be used for analysis of data. Likert scale will be used to measure the intensity of respondents towards selected attributes.

TENTATIVE CHAPTERS.

To meet the objectives of study proposed study will be divided in six chapters.

- The first chapter will introduce the concept and significance of e-HRM in general.
- The second chapter will deal with the theoretical frame work (based on research objectives and research hypothesis) of the study.
- The third chapters will analyze research strategy and research instrument design.
- The fourth chapter will deal with data collection and detailed analysis and interpretation of data. All hypotheses will be tested using different statistical tools.
- In the fifth chapter research findings and discussion on research findings will be elaborated.
- Sixth chapter will deal with conclusion recommendations and research limitations and scope of further research.

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